

25 April 1955

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TO: Director of Central Intelligence  
VIA: Deputy Director (Support)  
SUBJECT: Unresolved Problems of the Office of Training  
Problem I: Responsibilities of the Director of Training  
for Non-OTR Conducted Training

REFERENCES: a. Memo from IG to DCI dtd 20 Apr 54, Subject, "Survey of  
the Office of Training"  
b. Memo from DTR to DCI dtd 4 Jun 54, Subject, "Survey of  
the Office of Training"  
c. Staff Study from DTR to DCI dtd 22 Sep 54, Subject,  
"CIA Overseas Training"  
d. Memo from DCI to DD/P, DD/A, DTR and IG dtd 12 Jan 55,

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[REDACTED]

e. Memo from C/OPS-DD/P to Senior Staffs and Area Divisions,  
DD/P dtd 31 Jan 55, Subject, "Overseas Training"  
f. Memo from DTR to C/RCS/DDS dtd 17 Feb 55, Subject,  
"Revised Statement of Mission and Functions, Office of  
Training"

1. PROBLEM:

To recommend the actions required to permit the Director of Training  
to carry out his responsibilities for non-OTR conducted training activi-  
ties of the Agency.

2. FACTS BEARING ON THE PROBLEM:

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a. CIA Regulation [REDACTED] dated 18 January 1954, which is currently in effect,  
authorizes the Director of Training to "...develop and direct Agency  
training programs..." (in the U.S.); "review Office training programs,  
including on-the-job training, and advise and assist the Offices in the  
development, direction, and conduct of such training" and further "...to

[REDACTED]  
[REDACTED]

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represent the Director of Central Intelligence on subjects related to training..."

b. In the report of his survey of the Office of Training, dated 20 April 1954 (reference a.), the Inspector General made the following recommendations relating to Problem 1. above. In each case the Office of Training comment to the Director of Central Intelligence, in response to the findings of the Inspector General is included as follows:

(1) IG RECOMMENDATION 7: All training in the United States, particularly [REDACTED], be placed at least under staff supervision (if not command) of OTR.

OTR COMMENT: Do not concur. I cannot accept responsibility for staff supervision over training programs without authority to examine training objectives, determine methods of instruction, prescribe training content, establish training standards, or select the instructional staff.

(2) IG RECOMMENDATION 6: All training done by other offices, e.g., language of FDD, various projects of ORR, be put under the staff supervision of OTR.

OTR COMMENT: Concur in principle, provided OTR is given sufficient authority to enable it to perform the supervisory function effectively.

(3) IG RECOMMENDATION 5: A committee composed of one representative each from DD/I, DD/A, DD/P, OTR and chaired by a representative of the Management Staff, should review all non-OTR training conducted by the Agency. Training best conducted by OTR should be transferred to it. Agent training conducted by the DD/P area divisions should be given at least staff supervision by OTR to ensure a minimum of duplication and overlapping.

OTR COMMENT: Concur with part one; such a review is needed. While I concur in principle with part two of this recommendation, it should be noted that supervision is now effected by senior members of the respective area divisions and appropriate DD/P staffs. Transfer of supervisory responsibility to the Office of Training without clearly defining the degree of supervision desired and without commensurate authority would produce ineffectual results.

c. In further consideration of the problem cited above and the Inspector General's report, the Director of Training on 4 June 1954 (reference b.) advised the Director of Central Intelligence that:

"(1) Should the Office of Training assume responsibility for staff supervision of training conducted by other offices of the Agency, an obvious prerequisite is the establishment of commensurate authority

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by directive. The scope of this problem will be contingent upon the type and extent of staff supervision to be exercised by this Office.

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"(2) There is a definite need to define and delineate responsibility for the conduct of covert training in the United States. At present there is insufficient coordinated planning with the Agency for covertly conducted training. Such training is conducted not only by the Project Training Division of this Office at the request of the foreign divisions, but also by the [REDACTED] of the SR Division, DD/P, and by all the foreign divisions acting separately and without reference to the Office of Training. This situation clearly indicates the need for policy decision and clarification of responsibility.

"(3) The Office of Training has no current responsibility for training conducted overseas. This Office has avoided involvement in the many problems of overseas training except in those instances when specific requests for assistance have been received from DD/P. The need for centralized control of overseas training becomes more and more apparent as the results of separate training projects are examined in terms of economy of effort and over-all effectiveness. Resolution of this problem will require a policy decision concerning the establishment of responsibility and authority for centralized control of overseas training and policy direction concerning the procedures and phasing involved in implementing this decision."

d. On 22 September 1954 the Director of Training presented to the Director of Central Intelligence a staff study, subject "CIA Overseas Training" (reference c.), which identified deficiencies known to exist in the Agency's overseas training effort, and which recommended that the Director of Training be given specified staff responsibilities for coordination and technical supervision of the Agency's overseas training effort. It was consideration of this study which influenced the actions cited in paragraphs e. and f. following.

e. In approving the findings of the Inspector General's Committee, established to determine the need for a permanent clandestine services foreign national training site, the Director of Central Intelligence on 12 January 1955 (reference d.), vested the Director of Training with responsibilities as cited below:

"The Director of Training shall be responsible for technical supervision of all training activities on the site. This responsibility includes: approval of the qualifications of personnel nominated and assigned to serve on the training staff; approval of all training doctrine, methods of instruction, testing, evaluation, and assessment procedures and training materials used; headquarters coordination in planning and review of training projects [REDACTED] headquarters technical support to the training effort [REDACTED] and, assistance to the Chief, Inspection and Review Staff, DD/P, in periodic inspection and reporting on the status of the training effort."

f. In advising the Chiefs of Senior Staffs and Area Divisions of the action cited in paragraph e. above, on 31 January 1955 (reference e.) the Chief of Operations, DD/P, added the following enlargement of the responsibilities of the Director of Training to include all overseas training activities of DD/P:

"An Agency regulation is being prepared to clarify the responsibilities of the Director of Training for all overseas training activities. Pending its publication, you are requested to coordinate all overseas training programs, beginning with the initial planning stages, with the Director of Training. The responsibilities of the Director of Training for overseas training other than that given [redacted] may be assumed to be essentially those outlined by the Director [redacted]"

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g. On 17 February 1955 the Office of Training forwarded to the Chief, Regulations Control Staff, DD/S, a revised statement of missions and functions for coordination and promulgation (reference f.). This action will clarify and define the "staff" as distinguished from "line" responsibilities of the Director of Training for the total training effort of the Agency not only in the United States but also overseas. The relevant language of the revised statement of missions and functions of the Director of Training is stated as follows:

(1) Mission: The Director of Training, as the representative of the Director of Central Intelligence and the Deputy Director (Support) on all matters related to training, is responsible for the coordination, technical supervision, review and support of all Agency training activities, foreign or domestic.

(2) Functions: Be responsible for the coordination, technical supervision, review and technical support of all Agency training activities in headquarters or at United States and foreign field installations of the Agency not under his immediate jurisdiction, including: review and approval of the qualifications of personnel nominated and assigned to serve as instructors or training staff officers; review and approval of all training doctrine, methods of instruction, training materials, testing, evaluation and assessment procedures to be used; headquarters coordination in planning, developing, review and inspection of training projects, programs, installations and activities; and, headquarters advice, assistance and technical support to such training activities, including en-the-job training.

### 3. DISCUSSION:

a. Official actions which remain to be taken in order to resolve the problem under consideration in this paper are listed below and discussed in the order listed in following paragraphs:

(1) Approval and promulgation, by the DD/S, of the revised statement of mission and functions of the Office of Training (reference f.).

(2) The conduct of surveys of non-OTR conducted training within DD/I, DD/P, and DD/S, including overseas training, as recommended by the Inspector General and the analysis of the results thereof.

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b. Revised Statement of Mission and Functions of the Office of Training  
(Reference f.)

- (1) In developing the new statement of missions and functions of the Office of Training the role of the Director of Training was interpreted as being:
  - (a) Staff Officer to the DD/S and Director of Central Intelligence with respect to the total training effort of the Agency.
  - (b) Line Officer with responsibilities to plan and direct specified training programs.
- (2) As Staff Officer for training, it is held that the Director of Training should have general oversight of all training activities of the Agency in order that he may be able at all times to make responsible recommendations to the DD/S and the Director of Central Intelligence on the status of the whole or any part of the Agency's training activities, and related training problems, foreign or domestic; and further that he be given responsibilities and authorities which enable him to bring the experience and competence of his office to bear upon the resolution of all Agency training problems.
- (3) In developing reference f., consideration was given to the alternative of vesting the Director of Training with line responsibilities for training [REDACTED] and for operating the [REDACTED] of the SR Division, DD/P. It was decided to defer action to seek such authority until the survey of non-CTR conducted training, as recommended by the Inspector General has been completed (reference a. Section 2. paragraph a. (3), page 2.).
- (4) The Deputy Director (Plans) has accepted the foregoing interpretation of the role of the Director of Training and has enjoined Senior Staff and Division Chiefs, in reference e., to coordinate the resolution of its training problems, beginning with the initial planning stages, with the Office of Training.

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c. Surveys of Non-CTR Conducted Training

- (1) The Office of Training agrees in principle with the Inspector General that a survey of all non-CTR training conducted by the Agency should be made. It is believed that this survey should consist of four parts, one for each of the three major components of the Agency; namely, DD/I, DD/S and DD/P, and a completely separate survey of the overseas training conducted by the DD/P.
- (2) It is further agreed that the Management Staff, DD/S, should conduct the three headquarters surveys with participation of the Office of Training in each case; but that the survey of DD/P overseas training

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activities should be conducted by the Inspection and Review Staff, DD/P, with representation from OTR and if necessary, a representative of the Management Staff, DD/S.

- (3) The objective of these surveys is two-fold: first, to provide data upon which the training effort of the Agency can be properly appraised and recommendations made for its improvement; and second, to determine what should be transferred to the Office of Training.
- (4) Upon completion of the surveys, the data resulting therefrom should be made available to the Office of Training for analysis and recommendations by the Director of Training, which would be submitted through the Management Staff, DD/S, to the Deputy Director (Support) for his review and approval.

4. CONCLUSIONS:

- a. Reference f., revised statement of mission and functions of the Office of Training, represents a charter for the Director of Training which now has general acceptance within DD/P and which represents the DCI concept of the role of the Director of Training. Further, responsibilities and authorities of the Director of Training should be considered after completion of a series of surveys of non-OTR conducted training throughout the Agency in headquarters and overseas. Approval and promulgation of reference f. should not, however, await the findings of the surveys in view of the fact that the Director of Training is currently engaged, at the request of the DD/P, in carrying out additional functions with respect to non-OTR conducted training. A copy of reference f. is included at Tab A.
- b. The Management Staff, DD/S, and the Inspection and Review Staff, DD/P, should be directed to undertake a series of surveys within headquarters, CIA, and overseas to determine the nature and extent of non-OTR conducted training and related data concerning such training. The action papers to initiate these surveys are included at Tab B.

5. RECOMMENDATIONS:

- a. Promulgation of the revised statement of mission and functions of the Office of Training as stated in Tab A be approved and authorized.
- b. The Management Staff, DD/S, be directed to initiate the surveys in accordance with the specifications contained in Tab B.

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MATTHEW BAIRD  
Director of Training

ANNEXES:

Tabs A and B

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CONCURRENCES :

\_\_\_\_\_  
Deputy Director (Support)

Date \_\_\_\_\_

\_\_\_\_\_  
Deputy Director (Plans)

Date \_\_\_\_\_

\_\_\_\_\_  
Deputy Director (Intelligence)

Date \_\_\_\_\_

ACTION BY APPROVING AUTHORITY:

APPROVED:

Date \_\_\_\_\_

\_\_\_\_\_  
Director of Central Intelligence

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